

A Focus on People and Business . . .

Attraction and Retention Series
Issue 2

Workforce Planning Toolkit

Resource Document 1.

**PROCESS MODELS
FOR WORKFORCE PLANNING**

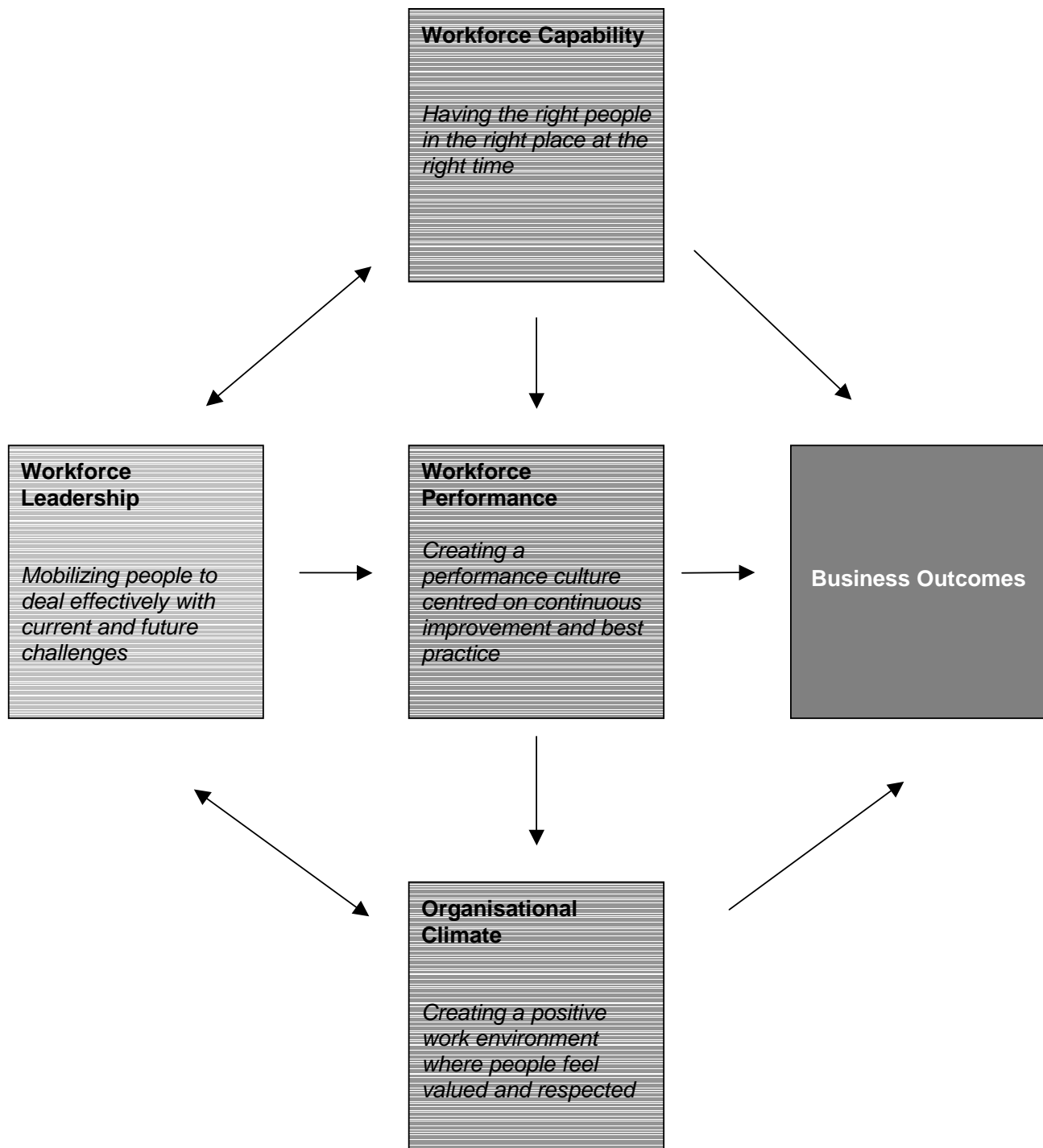
July 2001

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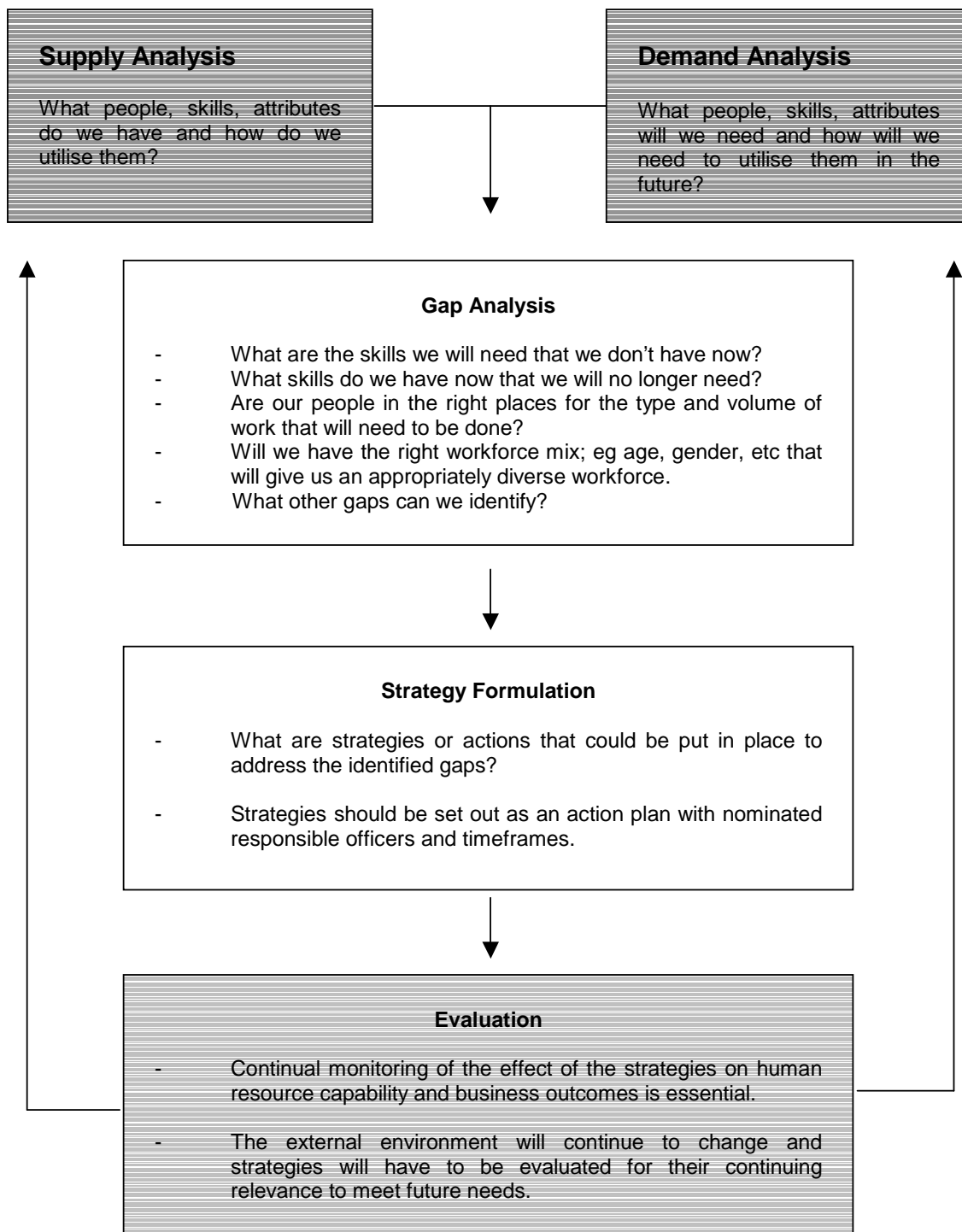
A Strategic Framework for Workforce Management

A FOCUS ON PEOPLE: A Workforce Management Strategy for the Queensland Public Service (Office of the Public Service, Dec 1998)



Overview Model

Courtesy of the Office for the Commissioner for Public Employment South Australia



Department of Main Roads Model

Set the planning cycle at business unit
and business centre levels



Assess the business environment



Determine human resource needs for
the planning cycle



Define existing human resources



Determine the gap between human
resource needs for the planning cycle
against the existing supply of human
resources



Develop/assess strategies and develop
an action plan to reduce/eliminate the
gaps identified



Prepare the workforce plan

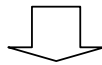


Implement, monitor and evaluate the
Workforce Plan

Department of Public Works Model

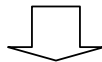
Stage 1 - Workforce Profile

- *How many employees?*
- *What sort of employees? (demographics)*
- *How much does it cost to employ them? (direct and indirect costs)*
- *What are the comparative exit costs? (natural attrition, expected retirement, cost of VERs)*
- *Who else is engaged by the Business Unit? (contractors and consultants)*



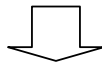
Stage 2 – Benchmarking

- *Within the Department*
- *Across the Qld public service*
- *Across industry*
- *Compared to best-practice organisations*



Stage 3 – Workforce Reporting

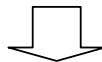
- *Identification of key workforce issues and trends*
- *Identification of potential savings areas or areas for change*



Stage 4 – Business Analysis

Correlation of key workforce information against business variable (both current and future) including:

- *Systems technology*
- *Political issues*
- *Regional matters*
- *Functional issues*
- *Environmental issues*
- *Industrial relations matters*
- *Skill/occupational requirements*



Stage 5 – Workforce Plan

This incorporates the final recommendations on what changes need to occur to the Business Unit's current workforce to meet its business planning requirements.

FRAMEWORK FOR WORKFORCE PLANNING

Strategic People Planning: An overview of workforce planning Ministry of the Premier and Cabinet, Western Australia (2000) page 11

